

Schedule 4.3 Relationship Management

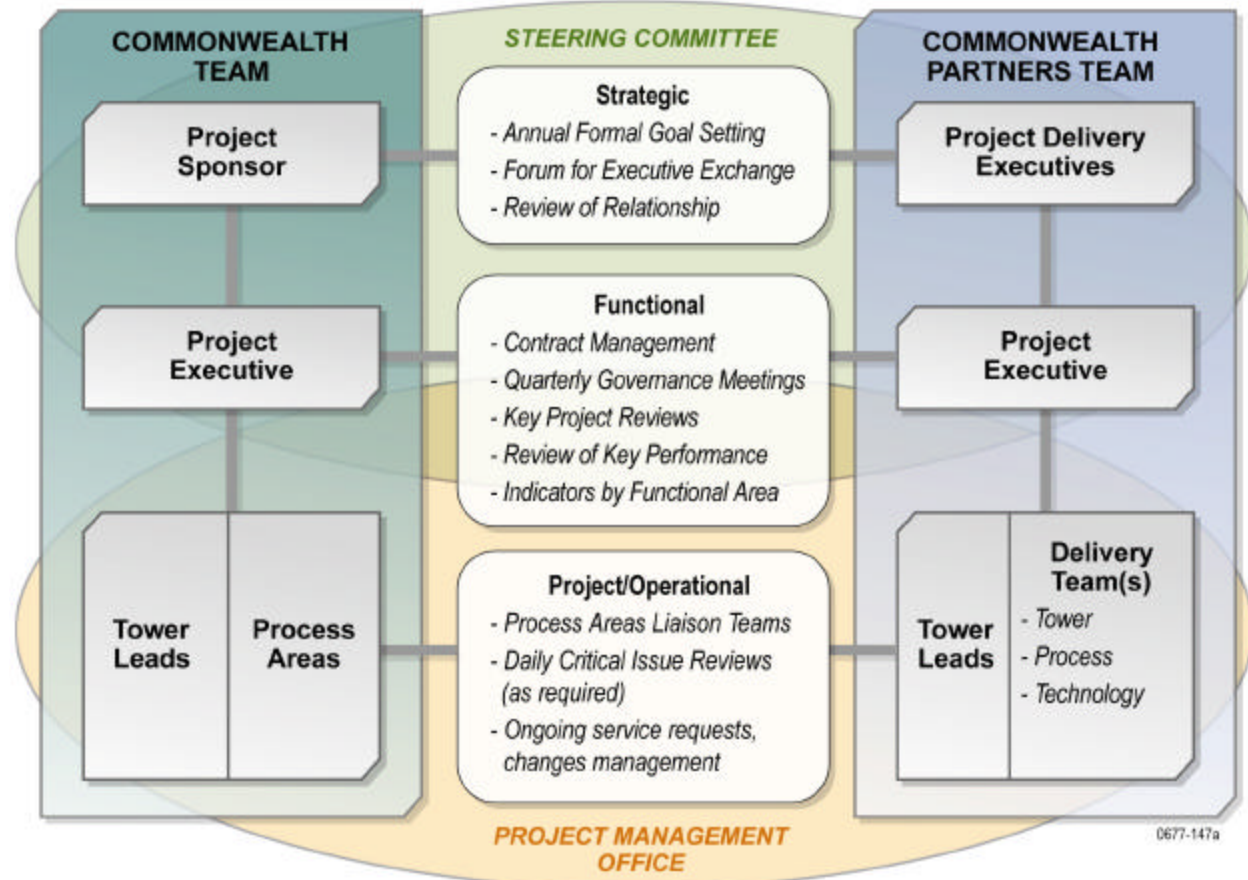
The Commonwealth Partners' Vision for the Commonwealth

The Commonwealth and the Commonwealth Partners will create an organization and culture to meet the business and strategic objectives of the Commonwealth's Enterprise Applications project. Together, we will realize opportunities for cooperative value-creation and business development for mutual benefit. The Commonwealth Partners will work within Relationship Management roles and responsibilities to achieve success, not only in service performance but also in sensitive personnel-related issues.

Project Governance

A multi-tiered governance model reinforces partnership and collaboration throughout the contract period. Such a governance model is illustrated in Figure 4.3-1, showing the touch-points at each layer of the organization.

Figure 4.3-1: Model Governance Structure to promote Relationship Management



Our years of experience with a diverse customer base prove that successful projects are the ones that support a cohesive teaming environment across all disciplines of all related projects. An individual outside of the project should not be able to differentiate between the client and the

consulting service providers. Therefore, a collaborative “one team” approach to solution delivery is the cornerstone of our philosophy. We believe this approach drives a circle of shared success. Our team is committed to bringing the right mix of knowledge, people, and experience to support the Commonwealth Enterprise Application effort. The Commonwealth Partners team will approach this project as a joint effort together with the Commonwealth, focusing on blending our strategy, process, and technology-understanding with your knowledge and experience. We will establish within our staff the same level of critical focus that you have already established within the Commonwealth. On a large complex integration initiative such as this, establishing a sound project management structure and an empowered Project Management Office is crucial.

Commonwealth Partners Account Team Organization and Staffing

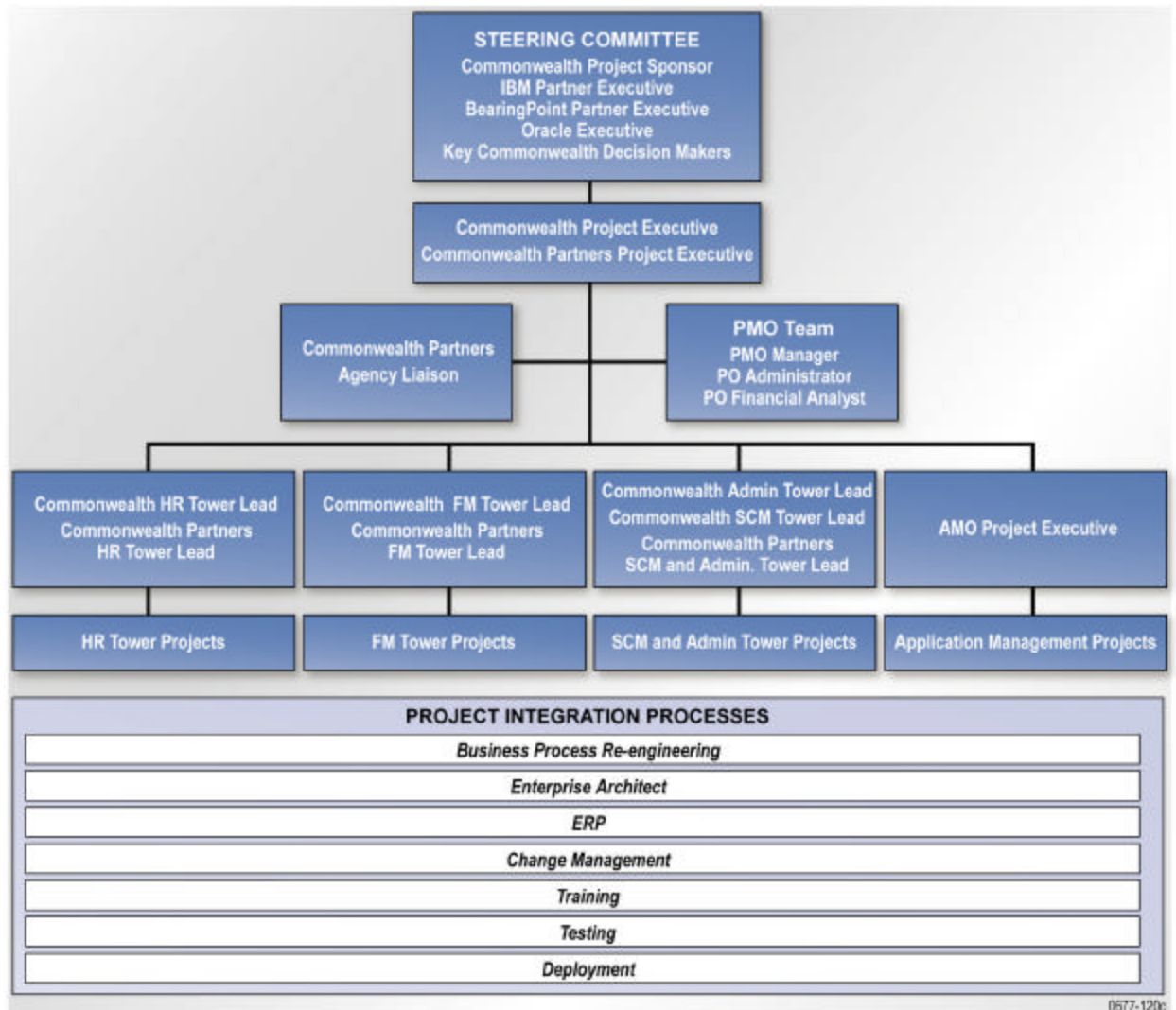
The proposed organizational structure promoting our long term relationship with the mission of achieving the Commonwealth’s Enterprise Applications project’s objectives is outlined below. As projects are expanded to reach the agreed upon Commonwealth vision, this organization will be revised accordingly. The Commonwealth Project Management structure is based upon a standard, proven model used by IBM and BearingPoint with a large number of customers, but adapted to reflect the Commonwealth’s unique characteristics and specific services that we are proposing. Of course, the Commonwealth and the Commonwealth Partners will finalize the most compatible structure cooperatively.

A key success factor in this model is the designation of an IBM Project Executive. This person is the Commonwealth’s single point of contact for day –to –day delivery and his performance will be primarily measured by your level of satisfaction.

The other pivotal element of our past successful implementations has been the establishment and active participation of a Project Executive Steering Committee, responsible for overseeing the project, as well as providing executive-level direction and decision-making. We propose that the Project Executive Steering Committee be composed of the Commonwealth Project Sponsor, core Commonwealth executives, the IBM Partner Executive, the BearingPoint Partner Executive, and an Oracle Executive. Active executive sponsorship results in a long-term, mutually beneficial relationship between delivery partners and our clients. This governing body sets the stage for our teams to work together, to solve problems at the team level, and to make daily decisions that are consistent with the vision set by the Project Executive Steering Committee.

Organizational Chart

Figure 4.3-2: Proposed Organization Structure for CoVA Enterprise Application Project



Key Management Roles and Responsibilities

Functional Role	Responsibilities
Project Executive	<ul style="list-style-type: none"> Provides overall direction and oversight to the project Acts as the primary liaison between the Commonwealth Partners and the Commonwealth Develops and implements a future vision for the partnership Works with the Commonwealth to resolve contract-related issues throughout the life of the project Reviews and recommends modifications to the overall schedule, scope, or deliverables prior to submitting them to the Commonwealth for approval Maintains open lines of communications with project managers through regular meetings and communications Holds final decision-making authority for this project
Agency Liaison	<ul style="list-style-type: none"> Provides overall management of the relationship between the Commonwealth Partners and the Commonwealth Works with key agency stakeholders to understand their objectives and concerns and communicates these ideas back to the Commonwealth Management Team

Functional Role	Responsibilities
	<ul style="list-style-type: none"> ▪ Uses that understanding to work in conjunction with the Commonwealth Management Team to formulate joint objectives, plan for execution, and measure outcomes ▪ Serves as a focal point for bringing new ideas and approaches to agencies to win early approval for solution ▪ Liaises with the Commonwealth Management Team to monitor overall customer satisfaction ▪ Manages expectations of Commonwealth stakeholders and operational users
Project Management Office (PMO) Manager	<ul style="list-style-type: none"> ▪ Works closely with the Project Executive and assists in the management of the Commonwealth relationship ▪ Runs the Project Management Office and oversees all project managers to ensure project schedules are adhered to, high quality deliverables are produced and service levels are optimized ▪ Acts as a facilitator for cross functional services ▪ Focuses on the day-to-day management and interactions between the Commonwealth Partners and the Commonwealth agencies ▪ Proactively identifies and recommends solutions that bring value to the Commonwealth
Project Office (PO) Administrator	<ul style="list-style-type: none"> ▪ Manages the project schedules and plans components so that they are consistently tracked and maintained ▪ Provides project support services to the Commonwealth project team ▪ Prepares monthly project status reports and scorecards ▪ Defines project management processes ▪ Manages Project Office administration
PO Financial Analyst	<ul style="list-style-type: none"> ▪ Monitors and manages financial administration practices and procedures associated with the Agreement, including processing invoices, resolving financial issues ▪ Establishes financial controls ▪ Monitors budget performance, identifies variances, and recommends corrective action ▪ Operates as the primary contact for all billing and financial issues ▪ Reviews charges and performance credits
Human Resources (HR) Tower Lead	<ul style="list-style-type: none"> ▪ Introduces industry best practices, HR transformation strategies and techniques, and provides PeopleSoft implementation expertise ▪ Conducts knowledge transfer to the Commonwealth project leads in connection with the key elements listed above ▪ Works with project managers to develop implementation schedules and achieve outlined objectives ▪ Acts as a liaison to Project Executive to provide HR project status ▪ Manages relationship with Commonwealth HR project executives ▪ Defines and identifies core data elements and processes in conjunction with the Commonwealth's functional team ▪ Manages the delivery and sign-off for work products ▪ Performs administrative duties such as project status reports and staff evaluations
Financial Management (FM) Tower Lead	<ul style="list-style-type: none"> ▪ Introduces industry best practices, financial transformation strategies and techniques, and provides PeopleSoft implementation expertise ▪ Conducts knowledge transfer to the Commonwealth project leads in connection with the key elements listed above ▪ Works with project managers to develop implementation schedules and achieve outlined objectives ▪ Acts as a liaison to Project Executive to provide FM project status ▪ Manages relationship with Commonwealth FM project executives ▪ Defines and identifies core data elements and processes in conjunction with the Commonwealth's functional team ▪ Manages the delivery and sign-off for work products ▪ Performs administrative duties such as project status reports and staff evaluations
Administrative Management (AM) and Supply Chain Management (SCM)	<ul style="list-style-type: none"> ▪ Introduces industry best practices, Administrative Management and Supply Chain Management transformation strategies and techniques, and provides software implementation expertise ▪ Conducts knowledge transfer to the Commonwealth project leads in connection with the

Functional Role	Responsibilities
Tower Lead	<ul style="list-style-type: none"> key elements listed above Works with project managers to develop implementation schedules and achieve outlined objectives Manages relationship with software vendors Acts as a liaison to Project Executive to provide AM and SCM project status Manages relationship with Commonwealth AM and SCM project executives Defines and identifies core data elements and processes in conjunction with the Commonwealth's AM and SCM teams Manages the delivery and sign-off for work products Performs administrative duties such as project status reports and staff evaluations
AMO Project Executive	<ul style="list-style-type: none"> Introduces industry best practices to lead the transformation to SEI CMMI, state of the art processes and procedures for application maintenance Manages AMO Delivery and subcontractor staff Obtaining technical resources for planning, projects, and/or new services Works with project managers to develop project schedules and achieve outlined objectives Manages the delivery and sign-off for work products Performs administrative duties such as project status reports and staff evaluations
Enterprise Architect	<ul style="list-style-type: none"> Provides overall management and validation of the technical solution Defines enterprise-wide technical standards and guidelines Improves the consistency, timeliness, quality, security, and delivery of data Works with Tower Leads and project managers to define individual project architectural designs as well as integration points Maps data sources Leads in the evaluation and use of technologies to align with change in the Commonwealth's business environment
Training/Change Management Lead	<ul style="list-style-type: none"> Holds accountability for addressing personnel transformation issues and mitigates organizational risks Achieves critical change management objectives associated with Enterprise Applications PPEA Owns business, organizational and leadership alignment Owns user readiness & adoption Manages the development and consistent delivery of a standardized toolkit across the program Executes effective, strategic communication strategies and plans to build relationships of trust, manages expectations, encourages commitment, and minimizes resistance to change Designs and delivers a comprehensive end-user training program
Deployment Manager	<ul style="list-style-type: none"> Develops enterprise-wide deployment plan Works with project teams to develop necessary deployment documentation Liaises with agency staff to coordinate deployment activities Manages deployment activities Secures necessary deployment sign-offs
Test Manager	<ul style="list-style-type: none"> Develops enterprise-wide testing strategy and plan Coordinates testing activities between the functional and technical teams Documents test progress and results Tracks and reports the testing incidents Assists in troubleshooting potential errors with the application, interface, custom object, or test scripts Teaches the team members effective testing techniques